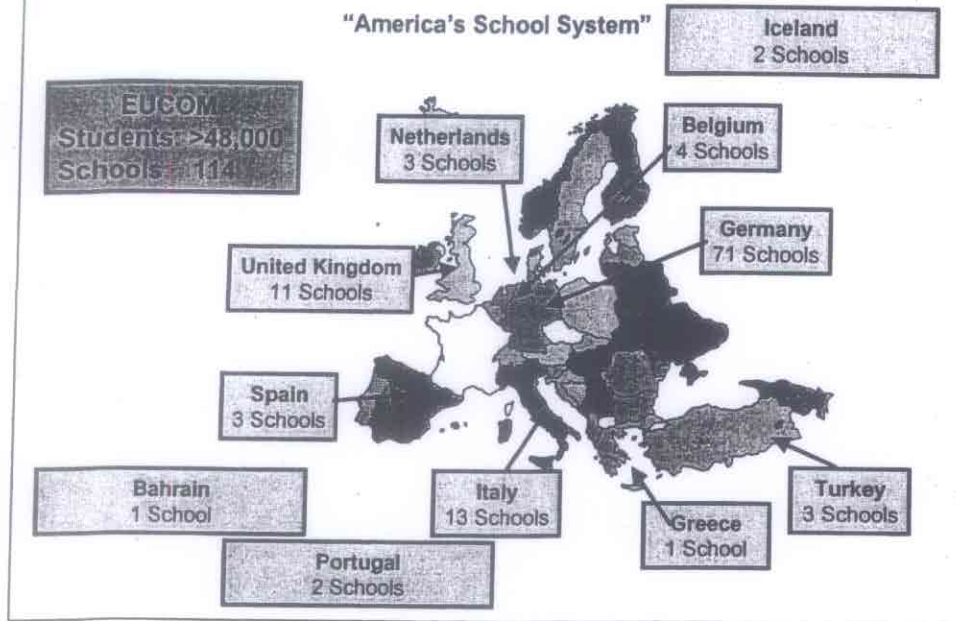
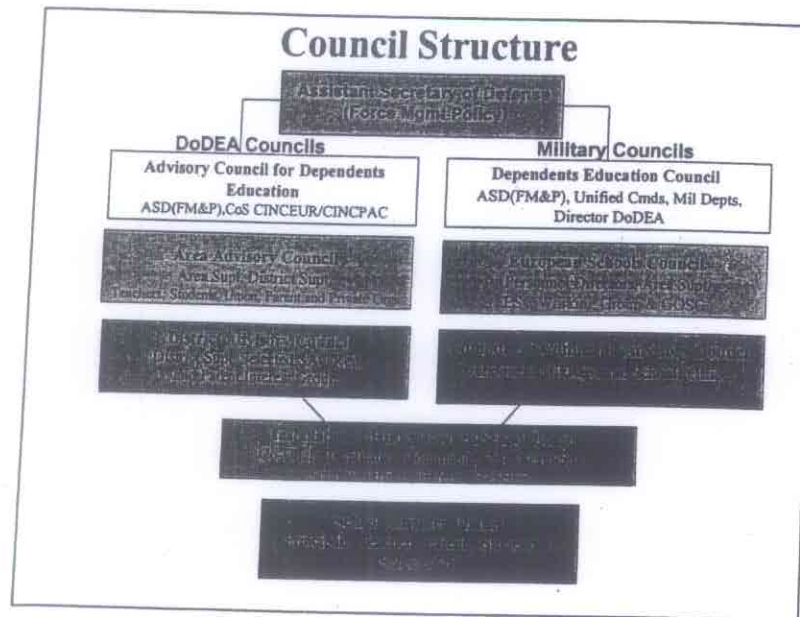


DoDDS-E Schools

"America's School System"



DoDDS operates in a diverse environment. It serves children of U.S. military, DoD civilian, contractors, AAFES, DeCA, and even some foreign nationals. No matter where we live or work, we all want the same thing for our children – the best.



EUCOM keeps channels of communication open with military members, parents, and DoDDS. Communication has come a long way, but still needs our time and attention to continue improving. This slide shows the formal lines of communication that are in place for parents and teachers to discuss and forward educational issues per DoD instruction/guidance. Each level has the authority to resolve issues. In fact, we encourage as many issues as possible to be resolved at the local level, because no one knows better than you do what are the real issues, possibilities, and restrictions. Guidance and reference are always available throughout the command.

This chart shows the **formal** communication flow between the military communities and DoDDS. As you can see, it starts with parents, students and teachers at the grass roots and moves all the way up to the Assistant Secretary of Defense for Force Management Policy. The left side of the chart shows the process in DoDDS and the right side shows the systems/organizations used in the military channels.

The most important piece to remember is that there is a system in place. A place where you can address issues and concerns. The processes run separately for the most part, but also come together at key points, linking us together in the problem solving and the successes. Neither one of us functions well without support of the other.

EUCOM 2002 Dependent Education Survey Findings



**Our parents entrust the Department of Defense to
provide the best possible classroom education**

- 67% of EUCOM School-age Dependents attend DoDDS**
- 11% of Elementary Age Children attend Host Nation School**
- 17% of High School Age Children attend School Stateside**
- 5.5% of Dependents are Home Schooled**

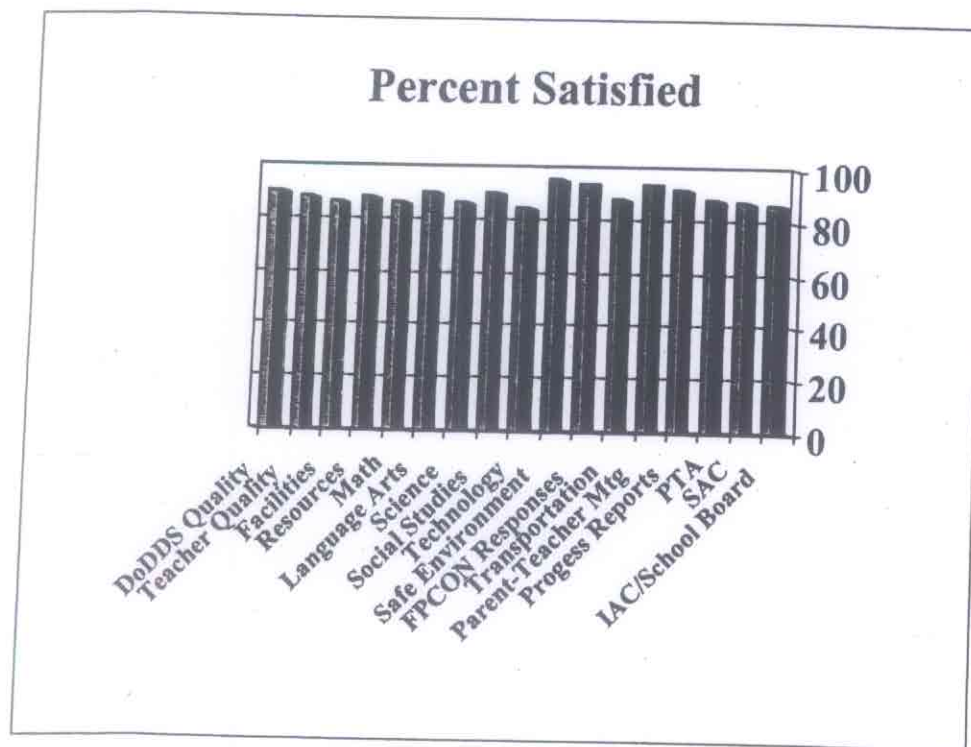
**Our schools should set the benchmark of excellence for our
national education system**

Now on to the survey . . .

This year's EUCOM Dependent Education Survey captured data on where our children are educated and the parent satisfaction rate regarding DoD Dependent Schools.

Here you see information on 'where' our DoD dependents are educated.

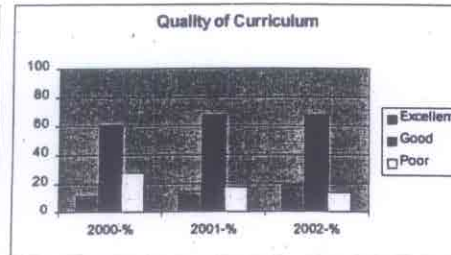
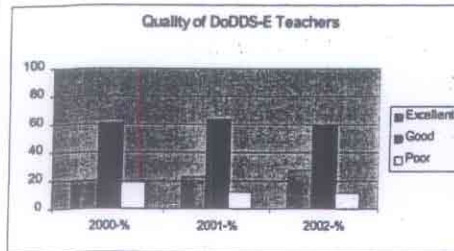
An interesting finding on this year's survey was that 33% of eligible dependents are educated outside of DoDDS schools. This is a significant increase over the past years. EUCOM Command will follow-up this issue to determine if it is an indicator of something we need to address inside the system or is it just a historical anomaly.



The rest of the slides will address parental satisfaction with the education their children are receiving at **DoDDS**.

On this slide, you can see the global view of parent satisfaction of general areas within the DoDDS system. As you can see, overall parents are very satisfied with the education their children are receiving from DoDDS as well as the communication channels built into the educational system.

Rating of DoDDS-E Teachers and Curriculum



**Respondent rating of both DoDDS-E teacher
and curriculum quality continue to improve.**

Congratulations!

These graphs depict a three year trend. These are the highest ratings since EUCOM began its survey four years ago on both teacher quality and DoDDS' curriculum!!

Increasing Satisfaction

% Satisfied

- Overall DoDDS quality 90%
- Compared to CONUS 83%
- DoDDS teachers 83%
- Educational options 78%
- Responsiveness 79%
- Class size 82%
- Transportation 88%
- Curriculum 86%
- Facilities 86%
- Resources 88%
- Communication with parents 81%
- Five core curriculum areas 80-84%
- PE program 73%
- Safety 95%
- Parents' influence 75%
- PTSA/SAC/IAC/BOARDS 86-88%

90% of parents surveyed are satisfied with the overall quality of DoDDS.

Over the past few years, we have witnessed a lot of progress. 90% of parents surveyed say they are satisfied with the overall quality of DoDDS.

The survey indicates that there is increased satisfaction over the past two years in all of the areas listed on this slide.

This success is definitely attributable to hard work on the part of DoDDS staff and administration. We definitely have a good thing going and we need to keep it that way.

WHAT'S HOT RIGHT NOW!

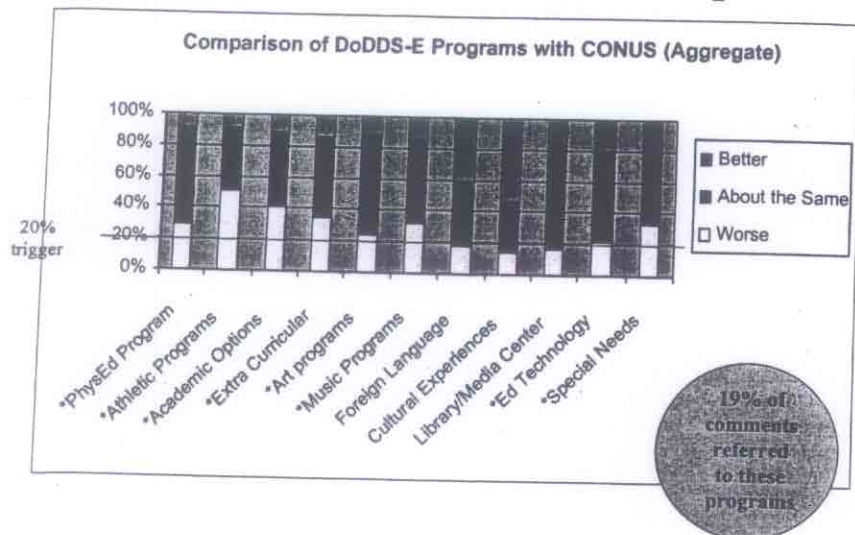


- Extracurricular Options
- Academic Options
- Communication
- Student Discipline

Although satisfaction has increased, we are not perfect. We still have some areas needing improvement. This slide highlights those 4 areas.

As a general 'rule of thumb', EUCOM feels that if less than 80% of parents are dissatisfied with a particular issue, it becomes an area which needs to be addressed.

Extracurricular & Academic Options



There was a strong correlation between the responses on the survey and the written comments received. The issues you see here reflect areas of concern in the comments as well as on the survey responses.

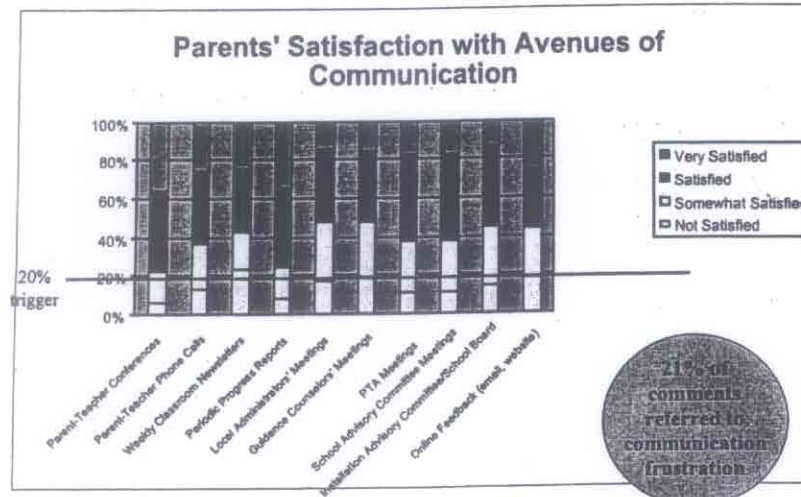
The areas of concern can be grouped into the four general areas of 1)extra-curricular options, 2)academic options, 3)communication and 4)discipline:

This slide specifically highlights the first two areas:

EXTRACURRICULAR OPTIONS – Parents are concerned about the availability of athletic programs, PE, art, music, etc.

ACADEMIC OPTIONS – Parents are asking us to consider offering more quality choices, such things as tutoring, after school clubs, and opportunities for academic challenges.

Communication



In the 3rd area of concern, COMMUNICATION 24% of respondents are not satisfied with weekly classroom newsletters – or usually, the lack of weekly classroom newsletters! Comments received referred to communication problems across the board, not just newsletters.

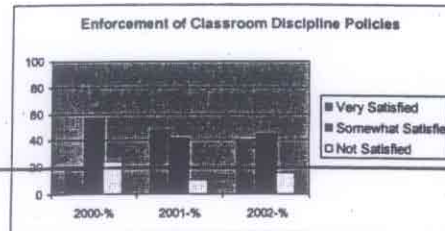
Parents are asking for classroom newsletters and early notification when children's grades fall or change dramatically – before a Parent Teacher Conference or when report cards come home. (Classroom newsletters are not a DoDDS-E Area requirement but part of a 'best practice' in many schools).

We're happy to see that DODDS-E is already adding more counselors in schools through the high school initiative.

15% of all assignments
 15% of assignments
 posed pain
 discipline in
 school, on bus, and
 affecting safety



-
- | Group | Very Satisfied | Somewhat Satisfied | Not Satisfied |
|--------|----------------|--------------------|---------------|
| 2000-% | 55 | 30 | 15 |
| 2001-% | 45 | 30 | 25 |
| 2002-% | 40 | 35 | 25 |



The 2002 survey indicted low parental satisfaction with school discipline:

DISCIPLINE CONDUCTIVE TO LEARNING	17%
ENFORCEMENT OF POLICIES	16%
APPROPRIATE CONSEQUENCES	24%

81

Circles of Influence

- **WHAT EUCOM NEEDS FROM THE LOCAL COMMUNITIES:**

- Active and Frequent Communication between Parents, Teachers, and Community
- Flexibility from Families and Schools with an Understanding of Military Mission
- Community Partnerships

Dependent Education has a Direct Impact on Force Readiness



As you know, Dependent Education has a direct impact on Force readiness. The few issues that were identified in this year's survey were those best handled by local efforts and local partnerships – your efforts and your partnerships.

The policies and structures are in place to support you. A 'one size fits all' solution is not the answer for addressing these parent concerns. They are better better addressed and enhanced by regional or even school-level collaboration and programs.

If additional support is needed from military leadership, this can be requested through your Installation Advisory Council or School Board, who in turn can forward requests and concerns through the chain until an appropriate level is reached.

Next Steps

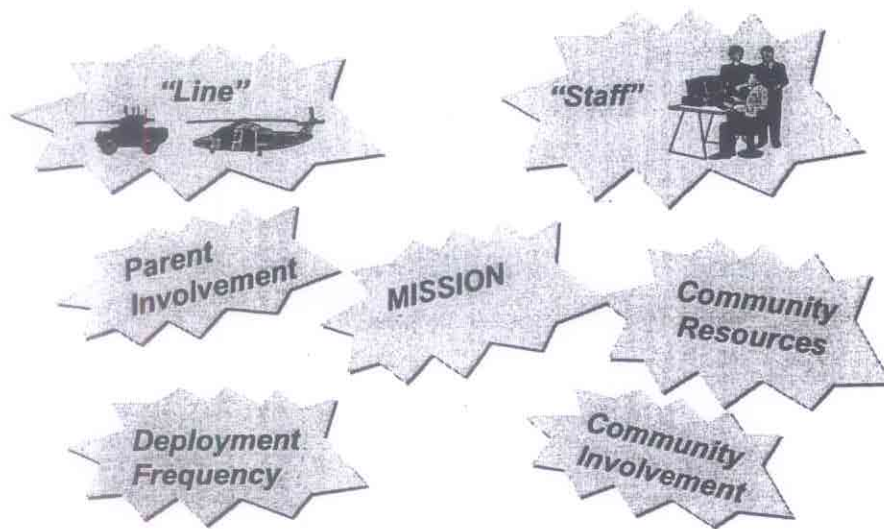
**Installation Advisory Councils
(IACs) / School Boards to Address
Parental Concerns Identified in the
Survey and Develop a "Get Well" Plan**

Report Goals and Outcomes in yearly IAC Report

**Our military component commanders challenge
each Installation Advisory Council/School Board to
address these issues**

- Review the areas of parental concern
- Develop a campaign plan or integrated resource plan that includes solutions involving the local community resources and school
- Forward any issues needing Component Commanders Advisory Council, European Schools Council or Dependent Education Council support
- Report your goals and accomplishments in your yearly IAC/School Board report

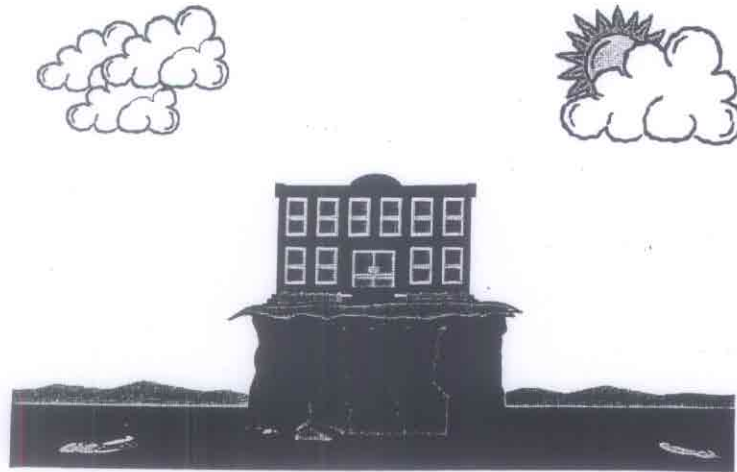
Every Community Is Different



Communities in EUCOM vary greatly – in size, mission, community resources/involvement and deployment frequency.

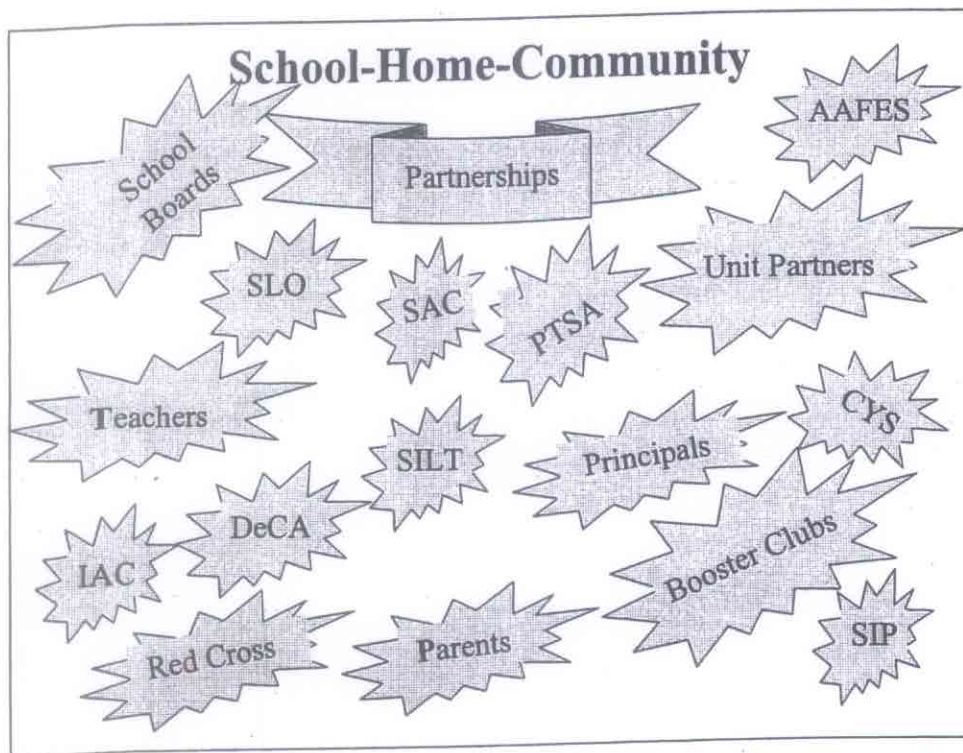
Because communities are so different, we need to address this year's survey parental concerns and develop solutions to best fit each community. One solution will not work in all areas, although a solid foundation and EUCOM-wide framework exist.

No School is an Island



It Takes a Community!

Remember that you have an entire military community from which to draw resources. The school and its resources can solve some issues, but we encourage you to partner with Child & Youth Services, MWR, and other community resources as well.



These are some of the available resources to consider when developing our plan.

Remember: This is YOUR community.



It takes every piece to complete the education picture!

END OF BRIEF

"Thank you for your attention and your efforts in making
our schools the very best!!"



DEPARTMENT OF DEFENSE
DEPENDENTS SCHOOLS
OFFICE OF THE DIRECTOR, EUROPE
UNIT 29649 BOX 7000
APO AE 09096

November 1, 2002

MEMORANDUM FOR COMMANDER, U.S. AIR FORCES EUROPE
COMMANDING GENERAL, USAREUR/7A
COMMANDER, U.S. NAVAL FORCES, EUROPE

SUBJECT: Input on District Superintendents' Performance

As a part of the performance assessment of the district superintendents, I am writing to request your assistance. Please extend my invitation to all of your commanders to formally comment on the performance of the district superintendents during the school year.


In addition to any items of particular concern to commanders, I am interested in the observations and comments of your commanders regarding the efforts of the district superintendents in addressing areas of community concern, communication, facility management, and education program management.

The comments of the commanders will be included as part of my assessment of annual performance based upon standards formally established with each district superintendent at the outset of the year. I will direct that the district superintendents solicit similar input for the assessment of the performance of principals from local commanders.

A listing of the DoDDS-Europe districts and schools is attached to assist in identifying the commander or military installations most closely aligned geographically with each DoDDS district superintendent.

In order to include this information in my written performance evaluations, I request input be forwarded to me no later than May 15, 2003. I welcome your inquiries. Should you have questions or a need for additional information, please contact Mr. Harvey Gerry, Chief of Staff, at DSN 338-7663 (commercial 49-611-380-7663), or to me via e-mail (diana_ohman@eu.odedodea.edu) or to my office at DSN 338-7612/7615 (commercial 49-611-380-7612/7615).

Your assistance and interest are appreciated.


DIANA J. OHMAN
Director, DoDDS-Europe

Attachment
As stated

89

**FIVE-DISTRICT CONFIGURATION
SCHOOL YEAR 2002/2003**

Bavaria	Heidelberg	Isles	Kaiserslautern	Mediterranean
Amberg ES Ansbach ES Ansbach HS Bad Aibling E/HS Bad Kissingen ES Bamberg ES Bamberg HS Boeblingen ES Garmisch ES Grafenwoehr ES Hohenfels ES Hohenfels HS Illersheim E/MS Kitzingen ES Patch ES Patch HS Rainbow ES Robinson Barracks ES Schweinfurt ES Schweinfurt MS Vilseck ES Vilseck HS Wuerzburg ES Wuerzburg MS Wuerzburg HS	Argonner ES Aukaumm ES Babenhausen ES Bad Nauheim ES Butzbach ES Darmstadt ES Darmstadt MS Dexheim ES Gelnhausen ES Giessen ES Giessen M/HS Hainerberg ES Halvorsen-Turner E/MS Hanau MS Hanau HS Heidelberg MS Heidelberg HS Larissa ES Mannheim ES Mannheim MS Mannheim HS Mark Twain ES Patrick Henry ES Sportfield ES Wiesbaden MS Wiesbaden HS	Alconbury ES Alconbury HS Bahrain E/HS Brussels E/HS Croughton E/MS Feltwell ES Iceland ES Iceland HS Lajes ES Lajes HS Lakenheath ES Lakenheath MS Lakenheath HS Liberty IS London Central HS Menwith Hill E/HS SHAPE ES SHAPE HS West Ruislip ES <i>London Central Dorm</i>	AFNORTH ES AFNORTH HS Baumholder HS Bitburg ES Bitburg MS Bitburg HS Gellenkirchen ES Kaiserslautern ES Kaiserslautern MS Kaiserslautern HS Kleine Brogel ES Landstuhl E/MS Neubruecke ES Ramstein ES Ramstein IS Ramstein JHS Ramstein HS Sembach ES Sembach MS Smith ES Spangdahlem ES Spangdahlem MS Vogelweh ES Volkel ES Wetzlar ES	Ankara E/HS Aviano ES Aviano MS Aviano HS Gaeta E/MS Incirlik ES Incirlik HS La Maddalena ES Livorno E/HS Naples ES Naples HS Rota ES Rota HS Sevilla ES Sigonella ES Sigonella HS Verona ES Vicenza ES Vicenza HS
Schools: 25 Enrollment: 10,401	Schools: 26 Enrollment: 11,161	Schools: 19 Enrollment: 8,234	Schools: 25 Enrollment: 11,650	Schools: 19 Enrollment: 7,496

Changes in bold

TOTALS:

SCHOOLS: 114
ENROLLMENT: 48,942

Enrollments are based on SY 2002-2003 projections.

Ms. Ohman, Director of DoDDS Europe sent a memorandum to the CG requesting assistance to obtain formal comments on District Superintendents' performance. CG requested the IMA-EUR Director or DCG propose how this should be handled.

SUBJECT: Invite from DoDDS for Superintendent Evaluation Input

DISCUSSION: DoDDS Europe has always solicited commanders' input on the performance of district superintendents and principals. Ms. Ohman sent a memorandum to each component commander requesting this information. She also directed each district superintendent to solicit input from local commanders on the performance of principals.

WAY AHEAD: IMA-EURO will prepare a memorandum to send to ASG commanders requesting performance input on district superintendent(s) serving their installations. Commander input will be sent to IMA-EURO for consolidation. IMA-EURO will send to USAREUR Command Group for comments or endorsement before sending to DoDDS Europe. Commanders' input on performance will be an agenda item at the March Component Commander's Advisory Council (CCAC). Ms. Ohman can give any special instructions to the ASG commanders at this forum. DCG and Ms. Ohman can use this opportunity to request ASG commanders to direct BSB commanders to provide comments to district superintendents concerning input on principals' performance.

APPROVED BY: Ms. Sandra Wood, Chief MWR Division

Update Issue Paper

SFIM-EU-MWR
20 Feb 03

Issue # 100-16-02 Overcrowding in DoDDS Elementary School Classrooms

Scope: Classroom overcrowding adversely affects the teachers' ability to provide quality instruction, meet the individual needs of students, and creates a climate where discipline becomes more of an issue. The current method for determining the School Manpower Allocations does not guarantee that the objective Pupil Teacher Ratio (PTR) will be met in each classroom. Classroom overcrowding results in decreased well-being for all members of the DoDDS Community (i.e. staff & faculty, students, soldiers and families).

Conference Workgroup Recommendations:

1. Base School Manpower Allocations on individual classroom population, not school size, to more accurately meet the teacher to pupil ratio of 1:18 for grades K-3, and 1:21 for grades 4-6 as required by DoDDS.
2. Require DoDDS to increase reserve positions to use in schools where these ratios are not being met.

Lead Agency Staff Position/Recommendation: Forward to HQDA. They will be required to get DoDEA to support this position and develop a funding initiative to support this. If it should get to the funding stage, services would more than likely be required to pay their fair share as they did in the reduced PTR and full day kindergarten.

This issue addresses the difference between class size and Pupil Teacher Ratio. The local communities have options to resolve this issue. The School Advisory Committee can recommend a split class to resolve this issue. Some reserves are available at the District Office if this would be determined to be one of the top priorities for the District.

DoDEA has responded to customer demands concerning Program Based Staffing and a POM has been approved to add an additional 111 full time equivalents in SY 02-03 rising to 200 in the next five years. This is the focus for additional staffing. The first year will include:

- Support classes in reading and math in schools 1-500
- AVID in every high school
- Assistant Principal in every high school
- School to Work Transition Program/Career Counseling in schools 1-500
- Enhanced Distance Learning curricular offerings

Lead Agency Staff Position/Recommendation: Forward to HQDA

Lead Agency: Child and Youth Services (CYS) IMA-E

Approved by: Sonia Bonet, Chief, IMA-E CYS

Action Officer/Phone: Scott Haines/370-7272

Steering Committee Recommendation:

92